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July, 1931

Local Leadership and Its Training in 4-H Club Work

Selections from Extension Reports for 1930

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COOPERATIVE EXTENSION WORK IN AGRICULTURE AND HOME ECONOMICS

Extension Service Circular 165

July, 1931.

LOCAL LEADERSHIP AND ITS TRAINING IN 4-H CLUB WORK

Selections from Extension Reports for 1930

Compiled by Madge J. Reese and M. C. Wilson. *Leadership Boys' and girls' club.*

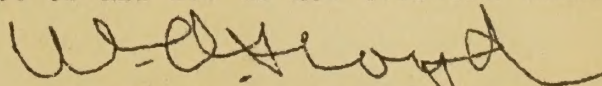
FOREWORD

The most important by-product of boys' and girls' 4-H extension clubs as a part of our cooperative extension work is what is loosely called leadership training. What we really mean, I take it, is leadership selection. In all occupational and professional groups leadership is the dominant force that directs and controls the energy and activities of the group. Rarely has it been trained. It is the product of inheritance and natural selection.

In leadership in boys' and girls' 4-H club work we are thinking of two things: (1) Leadership among the boys and girls themselves as possible future leaders in agricultural and community life when they reach maturity, and the possible assistance they can give to club work during their membership; and (2) adult leaders for the boys' and girls' 4-H clubs to direct their activities. Society in all its phases is led by a comparatively small group, 1 to 5 per cent in most cases. If we could know who were to be the future leaders of rural life in America and focus our attention on them, who trains the other 98 per cent would not be a matter of so much importance. We can not know, but if we use our opportunities for observation we can make a fairly accurate guess.

As the number of young people that can be influenced in demonstration groups is by force of necessity limited to the number that 1, 2 or 3 county extension agents in any single county can handle in connection with the advantageous development of the whole extension program, we should see to it that this number includes those with the greatest potentialities for strong leadership if we are to get the most out of this important by-product of our extension work. Here rest our greatest opportunity and our greatest responsibility and duty. It is a matter of intelligent selection of club members, and this, fortunately, is advantageous alike from the standpoint of adult demonstration work, and future usefulness and influence of young people as leaders. Given these natural leaders, they can be trained to make the best use of their natural attributes.

In the selection of adult leaders for boys and girls in club work, we need to keep especially in mind two things: (1) What qualities attract the boys and girls to the adult? (2) What is it we desire to teach the boys and girls? Selection and encouragement are more important than training. These adult leaders are unpaid, their only compensation is appreciation - let us be generous in this. To maintain the fighting edge, the enthusiasm which is the expression of all leadership, we must have encouragement, appreciation, and understanding. Having found qualified leaders, keep them; and most of all let us not overwork them.



In Charge, Western Section.

DISTRIBUTION: A copy of this circular has been sent to each State extension director; State club leader; State agricultural-college and experiment-station library; and to each county, home demonstration, and club agent in the Western States. Copies of this circular were distributed also at the Western States Extension Conference, Logan, Utah, July 21 to 25, 1931.

CONTENTS

	<u>Page</u>		<u>Page</u>
Introduction	3	Montana	13
Alabama	3	Standards for leadership	
Leaders' training conferences		Training conferences for leaders	
Franklin County survey - local		Tenure of leaders	
leaders		Local leadership in poultry pro-	
Alaska	4	ject	
First local club in Alaska		Nevada	14
Arizona	4	Leadership in outlying valleys	
County leaders' conferences		Older club boys and girls as	
California	4	leaders	
County club councils		New Mexico	15
District 4-H club leader confer-		Community leaders	
ences		Project leaders	
Local leadership in Santa Cruz		Leaders' council	
County		New York	16
Colorado	6	Local leadership in Oswego	
Training schools for 4-H local		County	
club leaders		Ohio	17
Plans for leadership schools		Local leadership	
Connecticut	7	Leadership training	
4-H leaders' poultry conference		Oklahoma	17
Local leaders' meetings		Leaders' county conferences	
Local leaders' monthly letter		Oregon	18
Local leaders' handbook		Development of community programs	
Hawaii	7	Special county club committees	
Local leaders in the territory		County 4-H leaders' organiza-	
Idaho	8	tion	
Local leaders' clubs		South Dakota	19
Local-leader problems		Training of dairy-club leaders	
Kansas	8	Tennessee	19
Leadership project		"Spark Plug"	
Maryland	9	Utah	20
Local leadership in Caroline		State club leaders' training	
County		school	
Massachusetts	10	Community club supervisor	
Local leadership in Berkshire		Washington	21
County		State 4-H leaders' association	
Michigan	11	Pins for leaders	
Leadership-recognition programs		Wyoming	22
Mississippi	12	Time devoted by local leaders	
County 4-H club leaders' council		Pins for local leaders	
Group captains			

LOCAL LEADERSHIP AND ITS TRAINING IN 4-H CLUB WORK

INTRODUCTION

It was reported by 3,500 county extension agents that a total of 85,344 volunteer leaders assisted in conducting the 4-H club work throughout the United States in 1930. The number of adult and junior leaders is listed as follows: 21,299 (men); 38,807 (women); 10,414 (older club boys); 14,824 (older club girls). The increase in the total number of local volunteer 4-H club leaders in 1930 over 1929 was 13,708.

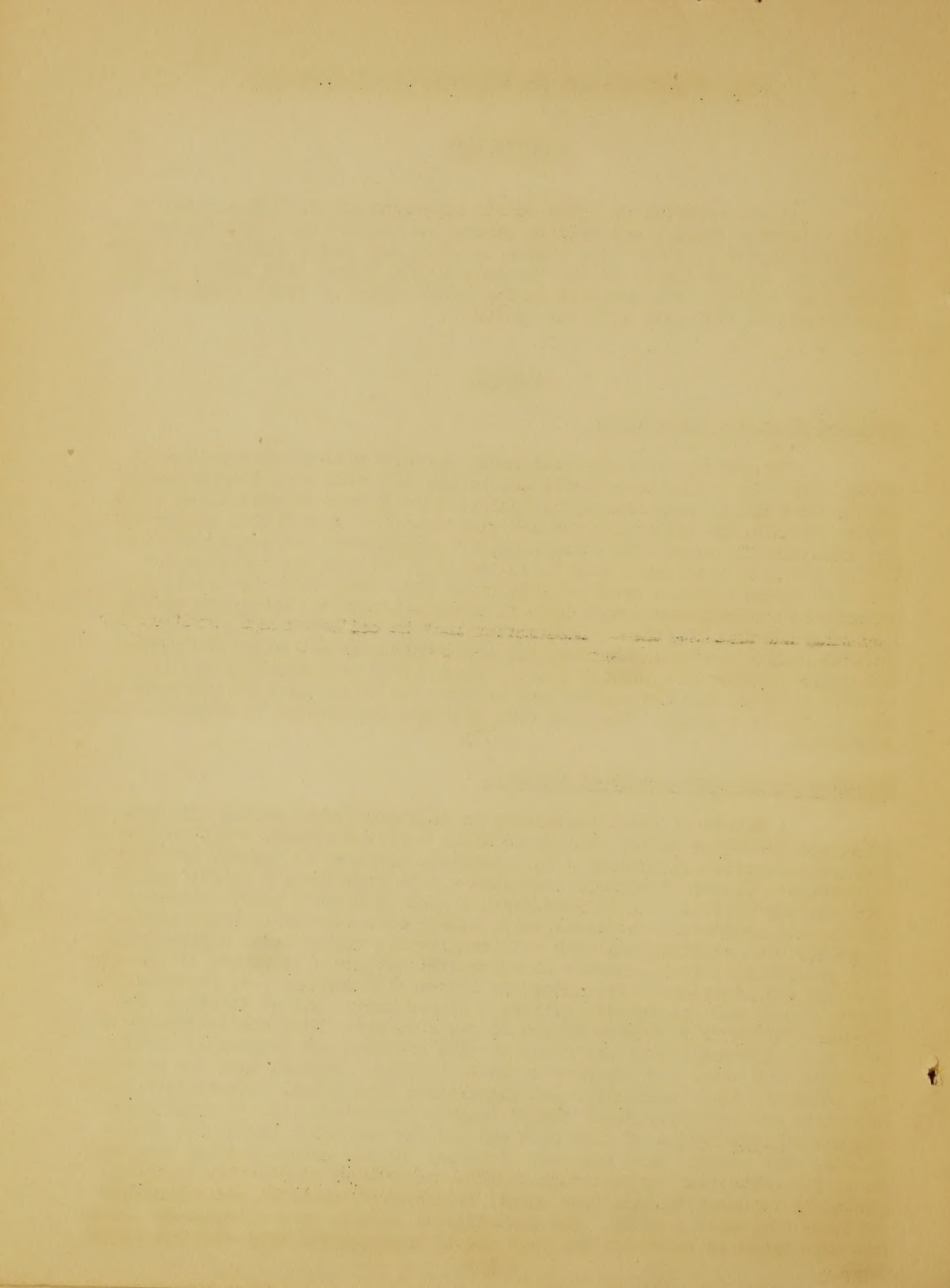
ALABAMA

Leaders' Training Conferences.

The quality of local leadership has made noticeable improvement during the year. This is probably due to the fact that home demonstration agents have found, when developing leaders for the home demonstration clubs, better methods for developing the 4-H club leaders. Four-H club leadership has been greatly emphasized through agents' conferences and county meetings. During the year there were held in 19 counties, 80 training meetings for 4-H club leaders with a total attendance of 719. Four training meetings in recreation and handicraft were held in Tuscaloosa County during the spring months for junior leaders, in preparation for summer meetings and camps. In Cullman County the home demonstration agent held meetings every two months for junior leaders of clothing clubs. These girls made garments and illustrative material for two months, and at the time of the club meeting each girl took charge of a group. Standard club charters have served to stimulate local leadership.

Franklin County Survey - Local Leaders.

A survey of local leadership in Franklin County during this year reveals the following facts: Number of clubs - 15; enrollment - 540; number of leaders and assistant leaders - 18. Academic training of leaders and type of leadership: Number of college graduates - 5 (3 excellent, 2 good); number with college training - 9 (4 excellent, 1 good, 3 fair, 1 poor); number of high-school graduates - 1 (excellent); number with some high-school training - 0; number with eighth-grade work - 1 (excellent); number under eighth-grade - 2 (1 excellent, 1 good); number of successful mothers - 1; number of leaders in other organizations - 16; number of former club members - 5; percentage of adult leaders who are school-teachers - 73 per cent. Age of leaders: The 10 best leaders were between 25 and 35 years of age. Only one leader was of club age. Responsibility was given to club members, and leadership ability was developed under the guidance of adult leaders. Methods used for approaching leaders: Study community; get suggestions from school authorities; learn how girls and community react toward leaders suggested; talk to prospective leader; explain nature of club work and how she can help; begin with simple duties. How leaders were trained: Personal visits; group training meetings in places convenient to two or more clubs; occasional county-wide training meetings; frequent letters from agent; illustrative material and suggestive outlines sent once a month. How unsuccessful leaders were eliminated: Leaders were asked to serve for one year and if unsuccessful they were not asked



the second year. Plan has worked successfully for two years. Time spent by leaders in club work: 25 per cent of clubs held weekly meetings; 91 per cent held monthly meetings; meeting lasted from 30 minutes to 1½ hours. Length of service: 4 years, 2 leaders; 3 years, 2 leaders; 2 years, 6 leaders; 1 year, 8 leaders. Recognition of leadership: Through newspapers; at camps, rallies, and county meetings; pins and flowers presented on achievement day; monthly news-letter; letters of appreciation from agent; certificates. --- State Home Demonstration Report.

ALASKA

First Local Club Leader in Alaska.

Although club work had been organized less than a year there were 14 clubs in the territory with a membership of 108 girls and 19 boys in 1930. The first club was organized July 1, 1930, at Fairbanks, just a few hours after the extension service was officially set up. It is the farthest north boys' and girls' club in the world and it is called the Alaska Golden Heart Club. Mrs. Peter Grandison was selected to be the leader, and is the first local club leader in Alaska. This garden club being a standard club, has been presented an official boys' and girls' club charter, which carries the recognition "To the Golden Heart Garden Club, First 4-H Club in Alaska."

The 4-H club work will perhaps be most fruitful of results. Its success depends on the local leaders, and some means must be devised for inspiring and training them. Information must be collected and rewritten for Alaska. Each club in Alaska has a local leader. --- Reports of the Assistant Director of Home Economics.

ARIZONA

County Leaders' Conferences.

A 4-sheet mimeographed outline entitled, "Suggestions for County Leaders' Conferences," was worked out and sent to each county agent. This contained suggestions for programs for these conferences. Realizing that conferences of local leaders are very important in 4-H club work, the extension specialist has urged that whenever possible, these should be held. It is a rather difficult matter to hold these conferences in the different counties in the State, due to the large distances between towns and communities. Due to the concentrated population in Maricopa County, it is possible to hold these conferences, and a series of three will be held during this club year. It is believed that these conferences will prove of the greatest benefit to the work in Maricopa County. --- State 4-H Club Report.

CALIFORNIA

County Club Councils.

There was an increase of 102 local volunteer leaders in California over last year, there being a total of 1,243 men and women local volunteer

leaders. Of these leaders, 507 were men, 562 women, 101 older boys and 73 older girls. The county club council meeting continued to play a vital part in the success of carrying on 4-H club work under the local-leader system. Two hundred and eighty-one such meetings were held during the year. The large, promotional type of county club council meeting is being rapidly discarded for the type of meeting as originally planned. This type of meeting is one in which only bona fide club leaders are in attendance.

District 4-H Club Leader Conferences.

Six district 4-H club leaders' conferences were held in various parts of the State during the year. Four of these conferences were of the 3-day type. At the conference the delegates were again divided into the same committee groups as those on which they had served during 1929, these committees being - achievement-day and tours committee, community and individual-improvement projects committee, demonstration-teams committee, recreation committee, and agricultural and home demonstration projects committee. The purpose of the conference was to give local leaders an opportunity to meet with other leaders in the State and exchange ideas and to develop plans for future execution. The reports of the committees at these conferences were even more valuable than those of last year, due largely to the fact that the delegates used last year's reports as guides. Some helpful additions and suggestions were added to the reports of a year ago. The results of these conferences have proved to us that this type of leadership training should be further developed. --- State 4-H Club Report.

Local Leadership in Santa Cruz County.

The increase from 176 adult leaders to 190 this year in Santa Cruz County is accounted for by the increase in 4-H club leaders from 36 to 50. Santa Cruz County, in 1925, was one of the first counties in the State of California to use the local-leader plan. In 1930, 17 men and 33 women acted in the capacity of local leader, assistant leader, or project leader, in promoting the 4-H club program. In addition, five boys and seven girls ranging in age from 14 to 18 years, enrolled as 4-H club members, acted as assistant club leaders. Of these 50 men and women, 40 will continue in the same capacity in 1931.

Direction of these leaders was centered in the county club council, an organization made up of all local leaders, project leaders, and assistants. General supervision and contact was in charge of the assistant farm adviser and home demonstration agent. Training of these leaders was brought about primarily through county club-council meetings and committee meetings relating to various projects and activities. In addition, district 4-H club leaders' conventions were used as a basis for training 4-H club leaders, and at one 11 leaders were in attendance from this county.

Two other special training schools were held, one in dramatics and one in swimming. Twenty-four 4-H club leaders attended eight meetings of the dramatics school and obtained instruction in the presentation of plays and stunts as well as community singing. Twenty-one leaders attended four

swimming meetings and received instruction in swimming for beginners and in advanced swimming and life saving. One 4-H club leader qualified as a senior life-saver, and 15 of the 21 leaders obtained certificates for proficiency in swimming. These leaders were used for a period of four weeks following their course, in assisting in giving instruction to approximately 300 boys and girls. This instruction was given in cooperation with the Boy Scouts.

Twenty-four county club-council and committee meetings were held during the year in addition to the leaders' convention at Asilomar.

A recreational school for farm-bureau and 4-H club leaders was held in the county December 16 to 19, 1929, with an average attendance of 21, for a series of eight meetings. This school was under the direction of the National Recreation Association. It was the second annual training school of this character for rural leaders. The school in 1928 was devoted primarily to training in simple games and community singing. The school in 1929 was devoted primarily to dramatics. Suggestions that were discussed in detail included the following: (1) Stunts and programs, (2) directing the play, (3) acting and directing, (4) the make-up, (5) costuming and scenery, (6) color and lighting, (7) pantomime and pageantry, (8) lists of plays. Different stunts and plays were presented by the class. At the close of each lecture period additional training was given in games, folk dancing, and singing. Five communities developed recreation and produced plays as a result of instruction given at this dramatics school, and practically all of the farm centers and 4-H clubs used stunt material in their meeting programs. --- Santa Cruz Farm Adviser's Report.

COLORADO

Training Schools for 4-H Local Club Leaders.

Fourteen training schools were held in nine counties. These schools were held during the spring and summer of the year for both men and women club leaders. Club fundamentals were presented, such as: (1) Definition of a leader, (2) program building, (3) parliamentary practice, (4) explanation of club projects, (5) year's plan of work, (6) explanation of State-fair trips, (7) team demonstration.

Plans for Leadership Schools.

The State club agent plans to recommend the following program to the county and home demonstration agents of the counties where schools were held in 1930: (1) Each local club should plan to have its officers as well as its leader in attendance. (2) The county agent is to select local people who are qualified to assist in the school. The school will be divided into the following departments: (1) Local leaders - The county and home demonstration agents will instruct the local leaders in club methods. (2) Presidents and vice-presidents - A person will be selected who is familiar with parliamentary law and the proper way to conduct a meeting. (3) Secretaries - An adult who knows the proper form to be used in writing up the minutes of a meeting. (4) News reporter - Local newspaper men are to conduct this class on how to write news stories about club work. (5) Song leaders - A person

should be selected who understands children and knows their likes and dislikes. This person should learn the club songs previous to holding the school, so that he will be familiar with them. --- State 4-H Club Report.

CONNECTICUT

4-H Leaders' Poultry Conference.

This conference was adapted for boys and girls who have had experience with poultry; who are vitally interested in poultry; and who are contemplating taking up poultry as a life or part-time work. Four phases of poultry work were discussed. (1) Breeding, including the laws of heredity governing the characters in poultry, with the application for the practical poultryman. (2) Feeding, including the fundamentals of feeding and poultry nutrition; composition of feeds; the balancing and cost of a ration; and feeding for egg production. (3) Diseases, including a discussion of the more common and important poultry diseases with emphasis on eradication and control. (4) Futuristic poultry farming, including a study of the factors essential to the successful operation of a poultry farm; what is necessary to begin; and costs to be considered.

Local Leaders' Meetings.

It is the intention of the assistant extension poultryman to meet with the local leaders of poultry clubs in each county as frequently as possible. In some cases the leaders meet each month and in other cases every two months. At these meetings the specialist explains the plans to be carried out for the next period and usually shows lantern slides on timely topics. Games are taught also to the local leaders at these meetings in order to bring out the social and play aspects of 4-H club work.

Local Leaders' Monthly Letter.

A letter is prepared by the assistant extension poultryman each month on timely topics and distributed to each local leader of a poultry club. The letter is prepared with the end in view of giving the local leader what the club would receive if the assistant extension poultryman were able to attend all the meetings.

Local Leaders' Handbook.

A handbook for use of local leaders of poultry clubs was prepared to assist them in teaching subject matter. This book included idea organization, the new Connecticut plan of poultry work, the desired subject matter to be given to the members, and examination for each subject. --- State Assistant Poultry Specialist's Report.

HAWAII

Local Leaders in the Territory.

Hawaii County had 48 functioning 4-H club leaders in 1930, Honolulu County 19, Maui County 41, and Kauai County 16. Agents' reports show

that 4-H club leaders have held over 400 meetings with an average attendance of 15 at which agents were not present. The work of the leaders has included the following: Attending leaders' conferences; conducting 4-H club meetings; giving demonstrations of subject-matter processes; training demonstration teams; holding achievement meetings; conducting community camps; assisting with county camp, or camps of two or more communities; arranging special programs; raising money for club activities; writing news articles. In fact the club leaders of Hawaii have functioned in practically every activity within the usual scope of club leadership and have done it in an acceptable manner. --- Report of the Territorial Assistant Director of Home Economics.

IDAHO

Local Leaders' Clubs.

The principal need of the rural people is community leaders. This need can be overcome partly by 4-H clubs, by training boys and girls as local club leaders. The club work can be improved by holding leader training meetings for project leaders. It is planned to organize several clubs of adult local club leaders next year to strengthen the club program and promote a better understanding and appreciation of 4-H club work. --- South-Central District Extension Agent's Report.

Local-Leader Problems.

The outlook for 4-H club work is the best that it has been. One of the big problems confronted in reorganizing club work in the district and placing it on a sound basis has been to procure local leaders, and to get them to take the responsibility of actually supervising the activities of the clubs and to work out methods of keeping the members interested and to make the meetings of the club both instructive and enjoyable. Another problem was to overcome the idea that the winning of premiums for exhibits and the winning of contests were the most important goals for which to work, and to establish the idea that knowledge and experience gained is the paramount thing.

The experiences of last year and of the present indicate that a large percentage of local leaders who were unable to bring their clubs through the year successfully are desirous to continue as leaders. Also, in the communities where there are older boys and girls in the clubs some of them are now leading clubs of younger members. These two facts are operating to solve the leader problem to quite a large extent. --- Southeastern District Extension Agent's Report.

KANSAS

Leadership Project.

Leadership in Kansas is of two different types; first, that which is known as the adult leadership of clubs; and second, the leadership which

is developed on the part of club members as a result of their participation in 4-H club work. So important is this latter type of leadership that, in Kansas, a project was organized in 1926, which means that this phase of the program is recognized both as a definite project and as an activity in the 4-H club program. The project is open to all former 4-H club members or all present club members who have had at least two years of club work. Before winning recognition or awards, however, in this project a club member must have completed successfully three years of regular club project work. The leadership project is proving to be one of the outstanding features of the 4-H club program of Kansas, and for 1930 the interest taken and the success of the entire project proved so increasingly worth while that there is no doubt but what this is one of the most important activities of the year in Kansas club work.

This project has been in progress long enough so that it is recognized, as no particular problem exists in connection with it. It is merely necessary for county extension agents and leaders to maintain a high standard of morale in their club program and the immediate result of it is, that 4-H club members are inspired to participate in leadership work. One of the great goals in mind in promoting this project has been to retain the interest of the older club members in 4-H club work, to bring to the movement the enthusiasm of these young people who have had experience in 4-H club work, and to inspire them to the highest ideals of service, and citizenship. The methods and plans governing the leadership project are available in a printed circular. --- State 4-H Club Report.

MARYLAND

Local Leadership in Caroline County.

With 10 women's clubs, 15 girls' clubs, and extra meetings to care for, it can easily be seen that one agent could not do **much** without help, and **that** the 4-H local leaders are efficient helpers. The agent tried to get to meetings once a month but this was not always possible, especially with Saturday clubs, so a great deal of responsibility was left with the local leaders. The leaders **grow** better in every way due to increasing interest and understanding. There were 14 local leaders and assistant leaders in the county this year. Seven were adults, 6 were older club girls and 1 was an older girl who had never been in club work.

How do you procure local leaders? When the agent first goes into the community, she inquires of the teachers, the school superintendent, a woman's club member or a leading woman to find out what material is available. She also asks the girls **whom** they think could and would help them, telling them, of course, something about the duties of the work. Armed with this information and with illustrative material, the agent calls upon the person decided upon, not asking her to become a local leader, but asking her if she would like to try the work. Sometimes such a person can do only a little and, if **this** is the best that can be done and the girls seem interested enough, the work is started. Sometimes someone else who is more capable and interested appears the next year. Sometimes several trials have to be made before anyone who can handle the work can be found. It has been found that

the average leader needs a great deal of assistance and encouragement. Even with the best, work goes more smoothly if the agent can get to meetings once a month.

There are so many criticisms at present about training young people to be leaders. They are tempted to pat themselves on the back saying, "I am a leader," and to become self-satisfied because constantly assured that they are "leaders." What the world calls "leaders" are really followers. They are following great principles of living, high ideals of life, and because of the results which come from such "following" others see the advantage and want to follow the same path - those who follow these high ideals are called "leaders," when in reality they, too, are "followers." Of course, it is clear that these young people are leading the way in some respect, but the big vision for them to hold in their minds, as a protection from self-conceit and self-satisfaction, is the fact that they are "followers" with the goal ever ahead. A study of the life of Jesus in the Bible stories shows Him ever a follower - a follower of God's law and God's will. He led the way for all "followers."

For the fall meeting, an experiment was tried. Instead of a county meeting, as was usual, group meetings were planned and held in four parts of the county. The meetings were held between September 25 and October 15, after the leaders had met the clubs at least once. The time was spent planning programs, discussing special problems, distributing material, and checking up on project completions. It was found that only a small percentage of the summer girls had completed. The leaders and older girls were enlisted to help get the reports and interest the new girls in finding out more about club work. It is the plan to continue these group conferences about every two months, making four meetings in all. The next series is planned for December. Local leader news-letters that have been sent out from the State office and contain a wealth of material will be used at these meetings.

At the beginning of the year each leader is sent report cards and asked to send in reports of the meetings not attended by the agent. This the leaders do quite faithfully, but even so, much more follow-up work is necessary. Therefore these reports are supplemented with home visits, telephone calls, office visits from the leaders, conferences at girls' meetings or at women's meetings. It furnishes an opportunity to talk over details more carefully. Sometimes by talking with the leader and the girls, problems can be detected and corrected before it is too late. --- Caroline County Home Demonstration Agent's Report.

MASSACHUSETTS

Local Leadership in Berkshire County.

Club work in the county has been carried on this year by 111 voluntary local leaders. This is an increase of 42 leaders over last year's work. Eleven older club girls and three older boys have acted as leaders or assistant leaders in their communities.

Twenty-one leader training meetings have been held during the year with a total attendance of 226. This, compared with last year's figures of 13 meetings with 172 attending, shows an increase in this phase of the work of 7 additional meetings and 154 more in total attendance, due in a measure to the plan of fewer county-wide meetings and more sectional meetings. These meetings were as follows: 3 general meetings, 3 junior leaders' meetings in clothing, 9 subject-matter meetings in clothing, 6 subject-matter meetings in food.

Two of the general meetings had to do with the county 4-H leaders' association, organized in December, with Mrs. Charles Palmer, one of the best leaders of the county, at its head. Although the association is yet young, it gives promise of becoming a very satisfactory organization. There are sectional chairmen in four parts of the county who are directly responsible for the leaders in their section coming to meetings and arranging for leaders' activities. It is through these sectional chairmen that funds are being raised by the leaders for the 4-H building fund.

At the spring meeting, held at the time of the county 4-H round-up and attended by 25 leaders, very definite plans for the program of the leaders' camp in June were worked out by the leaders themselves. The second annual leaders' camp was a very definite piece of leader-training work, and the fine spirit of friendliness and enthusiasm manifested at the first leaders' meeting this fall was due in a great measure, it is believed, to the contacts made at the camp. All the campers seemed to look upon the leaders' meeting as a reunion, looked forward to with much pleasure, and the coming from a sense of duty which has been too apparent at some meetings, was not at all in evidence. The expenses of 18 Berkshire County leaders were paid by the Pittsfield Chamber of Commerce and the Great Barrington Fair Association. Hampden County leaders joined in the program, which included judging contests, handiwork, and inspirational talks. These 18 Berkshire County leaders represented 250 boys and girls enrolled in the county to whom the instruction given was taken directly, but the increased enthusiasm and inspiration which will continue to manifest itself throughout the year can not be measured, but were by far the most important results of the camp. --- Berkshire County Club Agent's Report.

MICHIGAN

Leadership-Recognition Programs.

The leadership-recognition program for local club leaders was carried on in eight Upper Peninsula counties this year. The purpose of this program is to give recognition to voluntary local club leaders. The Upper Peninsula Development Bureau gives \$35 to each county, providing that sum is matched from within the county, the total amount to be used in gifts to the leaders at the time of the recognition dinner which is furnished usually by a local luncheon club, chamber of commerce, or some other organization. At this dinner the county leadership winner is announced, the winner being selected either by a vote of the leaders present or selected previously by the county extension agent, or a committee whom he may appoint. The county winners of

leadership come to Marquette the first week in January, being sent by local organizations or people interested in 4-H club work, and at that time are guests of the Upper Peninsula Development Bureau, which gives a dinner in their honor and provides the Upper Peninsula leadership winner with a suitable trophy. This dinner is held at the time of the Upper Peninsula extension conference, and these local club leaders have an opportunity as well, to make contacts with the entire extension staff at the Upper Peninsula in their conferences here.

Perhaps the most interesting development of the 1930 leadership program is the increased interest in organizations who are hosts to the leaders for the second consecutive year. The organizations within the counties that are sponsoring these leadership dinners are commencing to get a vision of the 4-H club program and the result of the whole thing will be a tendency toward the blending of urban and rural leadership to the better development of the community as a whole. --- State Assistant Club Leader's Report.

MISSISSIPPI

County 4-H Club Leaders' Council.

A county 4-H club leaders' council was organized or the old one re-organized in 42 of the 62 counties reporting during the past year. The 4-H club leaders' council is composed of all local 4-H club leaders and assistant leaders from the various community 4-H clubs of the county, and constitutes the county agent's working force in determining the 4-H club program and ways and means of executing it. This council holds its meetings quarterly, at the same time and place as the county 4-H executive committee meetings. Aside from discussing and determining the county 4-H club program of work, the county agents take advantage of these meetings to conduct training courses, on the ways and means of projecting the 4-H club program in the communities, and county as a whole. It also affords the local leaders an opportunity of exchanging experiences and reporting results of various schemes of keeping up interest among the members, developing leadership, record keeping, and collection of final reports.

Group Captains.

The group-captain idea is another means of leadership training and affords an opportunity to develop responsibility in more girls other than officers in each club. The club may have two, three, or more group captains, depending on the number in the club. The group captains are responsible for the girls in the group knowing what to do, reporting accomplishments, assisting the girls in keeping and collecting records. Each group captain makes a report of accomplishments at each meeting. --- State 4-H Club Report.

MONTANA

Standards for Leadership.

Montana's standard for a county 4-H club program is set up under four headings - leadership, membership, project supervision, and records. The requirements under the heading "leadership" are as follows:

1. An active local leader and an assistant local leader (preferably an older or former club member) who are responsible for the organization of the club and the completion of the project.
2. Twenty per cent of local leaders former club members.
3. Organization of a county 4-H club committee, council, or leaders' association to act in an advisory capacity to the county extension agent.
4. Selection of a sponsoring or advisory committee in each community to further the 4-H club program and to advise with local leader and county extension agent after the club is organized.
5. Adequate subject-matter training for local leaders.
6. Three group conferences annually of all local leaders to discuss organization phases of the program.
7. A monthly (during period of project) personal contact (visit or telephone message) of county agent and local leader.
8. A monthly (during period of project) correspondence (such as circular or personal letter, news sheet) contact of agent and local leader.

Training Conferences for Leaders.

In 1930 there were 91 training conferences for leaders held with attendance of 1,532. This was an increase of 30 local leaders' conferences over 1929 with an increase in attendance of 900. Also 45 local leaders from practically all of the counties carrying on extension work met together for special local-leader problem discussions at the State club convention. Subject-matter specialists have increased materially their contact with local leaders during the past year.

Tenure of Leaders.

The average tenure of the local leaders in Montana during 1930 is a little under two years, while the average tenure of the assistant local leader is a little less than a year and one-half. There were 350 new local leaders in the State this year, and there were 553 clubs. An increase of 128 clubs over 1929 would leave 222 new local leaders for old clubs, assuming,

of course, that all clubs that were organized in 1929 were reorganized in 1930. From these figures it would indicate that two out of five clubs have to procure annually a new local leader. This information only serves to impress upon us the necessity for the continued training of local leaders for their job. The number of local leaders who were former club members tends to provide a training which is very helpful to the leadership movement. Over 17 per cent of the entire leadership in 1930 was former club members. Of the total number of leaders and assistant leaders 66 per cent are serving for their first year, 22 per cent for the second year, 6 per cent for the third year, and 6 per cent have been local leaders for four or more years. --- State 4-H Club Report.

Local Leadership in Poultry Project.

The leader of the Lewis and Clark Club, Mrs. Betty Greenfield, is one of our outstanding turkey breeders of the State. Consequently the specialist has been in close touch with her for some time. However, she has never been familiar with 4-H work, although a mother of three children of club age. It was because she had furnished some of the eggs for the Daniels County project that she became interested in 4-H work and became a leader.

Each member was required to make for himself or procure certain standard pieces of equipment before being allowed to purchase any hatching eggs. As a result the boys and girls started right. This is where many club members fail. Next Mrs. Greenfield mimeographed a very detailed set of rules which each member had to follow. As a result good stock and management means that five members still have their original nine turkeys and five members still have eight.

The last thing the club has done following their achievement day exercises, was to hold a "bank parade," that is, the members all assembled and went in a body to a Helena bank. Here each opened an account with money earned from turkeys. Perhaps the finest outcome of the work is expressed in a statement made by the leader, "When I wanted to start the club it was because I wanted the boys and girls to become interested in turkeys. Now I think I am as much or more interested in 4-H and what it stands for as I am in turkeys." Consequently the members have enjoyed all the benefits of 4-H work, the joy of working together, learning to express themselves before large groups of people and many other phases of 4-H work. --- State Poultry Specialist's Report.

NEVADA

Leadership in Outlying Valleys.

We are also reaching out into our outlying valleys, where there are only one or two or three children in a valley and, through the use of parents and teachers as local leaders, are bringing the benefit of 4-H club work into the lives of isolated boys and girls who have practically no other contact with the outside world. In these sections only a few club meetings can be held during the year, due to long distances and snow-blocked roads, but where

there is a will there is a way. A parent with a car gathers up children, teachers, and parents, every two or three months, and brings them to a centrally located ranch where an all-day meeting for 4-H clubs and adults is held and the agent can devote all day to helping two or three groups at the same time.

Older Club Boys and Girls as Leaders.

An encouraging evidence that club work is meeting the needs of our rural youth is the increased enrollment of older club members. This year there are 80 club members who have been in club work four years or more, and we are beginning to have sixth, seventh, and eighth year members. A large proportion of these older club members are acting also as assistant leaders for younger club groups, thereby developing community leadership that will be of great value in the future. We feel that a large element of our success in reaching the isolated club members, keeping the older members, and obtaining their assistance as assistant leaders is due to our new detailed project instruction material which contains help for both club members and project leaders. Our only regret is that there is so little time available for the preparation of this type of material. --- State 4-H Club Report.

NEW MEXICO

Community Leaders.

In Rio Arriba County 4-H boys and girls under the direction of community leaders during May, June, and July carried out the suggestions planned. This work included screening homes, fixing outhouses, covering pits, cleaning home yards, and applying lime, and also helping to drain from vega land flood water that had been standing for some time. --- State Home Agent's Report.

Project Leaders.

The junior cooperators are organized into local 4-H clubs. They too elect their officers, and are learning parliamentary law. The junior work is in charge of a local leader or in some instances a local leader for each project. It is left to the decision of the community as to whether there shall be only one local leader or a different leader for each project. In some instances the local leader thought that if given complete charge, better work could be done, while in others it was felt that better work could be done if a leader's entire time were devoted to one particular project. The local leaders are directed and assisted by the county home agent with, when possible, help from the State specialists. --- Curry County Home Demonstration Report.

Leaders' Council.

An agricultural leaders' council was organized. At one meeting officers were elected and committees appointed, at the other meetings plans were made for a 4-H club encampment, booths for the 4-H and farm women's clubs at the county fair, and an achievement day. Complete exhibits for the first and second year's canning, and first, second, and third years of sewing were shown and the requirements discussed with the local leaders present. --- Harding County Home Demonstration Report.

NEW YORK

Local Leadership in Oswego County.

One of the greatest needs at the present time in rural communities is local leadership for all kinds of worth-while cooperative activities, including the activities of 4-H clubs. Therefore, the development of leadership should be an important part of the 4-H club program, not only for the purpose of developing good citizenship but also for the purpose of training leaders for future 4-H clubs. Club work aims to develop leadership by giving the members of the club responsibility under guidance. During the past year the club agent and assistant have spent considerable time explaining to local leaders how they might develop this quality of leadership in the members of their clubs by first giving them simple responsibilities and then adding more responsibilities as fast as the capacities of the club members would permit.

The results of this leadership training in club work are becoming more evident each year. During the past year seven older club members or former club members acted as assistant club leaders. Two club members were elected as masters of granges because of their leadership ability.

Four county-wide subject-matter training conferences were held for local leaders of girls' clubs. The total attendance of local leaders and assistants was 32. Several interested mothers, older club members, and others also attended these meetings. Three regional organization training conferences were held in two centers of the county, to which both agricultural and home-making local leaders were invited. An organization specialist from the college and the club agent gave to these groups instruction in recreation, parliamentary law, club finance, maintaining interest of club members, and other problems exclusive of subject matter in agriculture and home making. A total of 24 local leaders and 20 other people attended. Many of the leaders reported that these meetings were extremely helpful to them.

Since over one-third of the local leaders in the county are teachers, and since a large number of other teachers are interested in club work and responsible to some extent for its success or failure in the school district, considerable emphasis has been given to creating the desired attitude and providing the necessary instruction, so that these teachers will cooperate to the fullest extent in carrying out the 4-H club program. A county-wide teachers' conference is held annually and at this meeting the county agent is given one period to discuss club work and explain any features that are new to teachers already in the field. Annual teachers' conferences are held also by supervisory districts at another season of the year and the club agent uses a period at each of these smaller conferences for the same purpose. The club agent is usually in attendance at these conferences during the entire session so that teachers in attendance wishing to confer with the agent relative to club work in their individual districts will have an opportunity to do so during the recess periods of the conference. This plan has been in operation for several years and is proving very worth while because of the time and travel it saves the club agent. The club agent also spends two or three periods during the year at the two teachers' training classes of the county explaining club work and its operation to pupils who will soon assume positions as teachers. ---Oswego County Club Agent's Report.

OHIO

Local Leadership.

Approximately 22 per cent of the club supervisors' time in the field was spent in leadership-training work. The responsibility of the leadership of 4-H clubs falls upon two types of individuals, the adviser and the leader. The adviser is the man or woman chosen by the group or by the community to guide and advise the members in their project work and club activities. This person formerly has been called the local leader. Men and women who like to work with young people make good advisers. In many communities there are young people between 18 and 25 years of age who would make good advisers, as they are not burdened with other civic duties. It is not necessary that advisers know all about the project in which they will advise, for they can obtain this information from extension agents and specialists. Acting as an adviser is an opportunity for the individual to grow intellectually and to acquire valuable information. In 1930, 1,150 older boys and girls who had had several years of club work were used as local advisers or assistants. In a 4-H club the leader is the logical person to be the president of the club. To a certain extent all the officers of the club are leaders since they have more responsibility and influence concerning the club program than the rest of the members. The leaders are the ones who can get the club to do things, but may not be sufficiently mature to advise what to do. The adviser, though able to suggest and guide the group in activities, may not be a leader.

Leadership Training.

In giving leaders training, three types of training schools were developed. One of them was a general organization and set-up, another was on subject matter, and the third was on leadership problems, news writing, recreation, and extra club activities. The general organization and set-up training conferences were held in a majority of the counties with approximately 75 per cent of the leaders, or advisers, of those counties in attendance. One-day subject-matter conferences were held in the counties promoting food and clothing work. More of the advisers of livestock and crop clubs were met by the specialists this year than formerly.

The advisers' and officers' training conferences were held in 68 counties with an attendance of approximately 8,000 advisers and officers. These conferences were held for one day, a half day being given to specific problems of the officers and advisers, and a half day to the problems of that part of the club program which is receiving special attention in the county, such as individual and team demonstrations, recreation, and programs for local clubs. --- State 4-H Club Report.

OKLAHOMA

Leaders' County Conferences.

Four county federation meetings are scheduled for each extension agent county. From observation in attendance at these meetings and from

various reports, a strong county 4-H executive council made up of at least two club members and a coach or leader from each local 4-H club with a county and home demonstration agent who are informed on the county program of work, is a desirable body to outline and execute a 4-H plan of work.

Each county meeting of the local club is strengthened greatly by four well-planned county conferences. Many counties have conferences of adult leaders during the winter, spring, summer, and fall seasons. The winter conferences include plans on membership, organization, and a schedule for each meeting, instructions on each line of work, and goals undertaken. Spring conferences for this year included a check-up on the program of work of each local club; schedule of training schools, contests, rallies, camps, plans for selecting delegates to the State 4-H round-up, and State fairs. At the summer conferences, or the third county federation meeting, judging schools of all kinds, special check-up of project work, exhibits, and reports took up a major part of the time. The fall conferences, often known as the fourth county-federation meeting, was devoted to schoolhouse poultry shows, community and achievement days, and local and county annual reports.

--- State 4-H Club Report.

OREGON

Development of Community Programs.

In planning for the development of community programs throughout the entire State, work in each community has been planned as much as possible to correlate with the regular community program of work for adults, making the club projects adaptable to the community in which they are working. One of the advantages of this has been that local leaders have been able to work closely with extension specialists who have gone into these communities to work on adult programs, and, as these programs correlate with the club program, they have been able to give much help to the local leaders, many club meetings being held in conjunction with meetings for the adults.

Special County Club Committees.

Club leaders in counties where 4-H club project committees or special committees have been developed have worked with these committees and in many ways club demonstrations have been used to help develop the regular program.

The selection of local leaders for the various clubs of these different communities has, to a certain extent, been a community project or a committee organization, as groups within these communities such as granges, parent-teacher organizations, and livestock organizations, have selected local leaders for the various clubs and have then supported these local leaders in their work. This has been one of the most successful plans where it has been carried out.

County 4-H Leaders' Organization.

In the counties with county club agents there are local leaders' organizations which meet, in the majority of cases, monthly. At these

meetings their programs are discussed, other problems which come to the local leaders from time to time are brought up in discussion at these meetings and the leaders frequently have some one selected as a chairman of a group for a project or group of projects, as the livestock group, home-economics group, or crops group. Then these groups hold conferences discussing phases of work pertaining to their particular group. We are finding that this plan is working very satisfactorily and is getting some good results. --- State 4-H Club Report.

SOUTH DAKOTA

Training of Dairy-Club Leaders.

Four 4-H dairy-club leaders' conferences were held during April. District and county agents took care of local arrangements. The specialist prepared all demonstrations and supplied all demonstration material. C. B. Finley of the American Guernsey Cattle Club, F. B. Astroth of the American Jersey Cattle Club, the district agents, and extension dairyman gave the demonstrations. Method demonstrations given included the following: Polish-horning, clipping, trimming feet, grooming, washing, blanketing, feeding, showing, tattooing, treating for lice, ringworm, and warts, judging, throwing an animal, and training demonstration teams. A total of 182 attended the four conferences. The attendance per conference was 45.

Throughout each conference it was emphasized that those present should carry the information back to their clubs and present the demonstrations to them. The specialist carried with him all of the material and equipment required to stage the demonstrations. The meeting place in all cases was in the barn on a dairy farm. Meetings usually started at 10 or 11 in the forenoon and lasted until 4 or 5 in the afternoon. In order to put on all of the demonstrations listed above it was necessary at times to run two at once. For instance, Mr. Astroth demonstrated the polishing of horns while Mr. Heebink demonstrated clipping. When Mr. Astroth was at a point where he needed the group's attention they were called to him while Mr. Heebink proceeded with unimportant parts of his clipping demonstration. When Mr. Astroth did not need the group's attention for a time they were called to the clipping demonstration to learn how to accomplish some important point in clipping. --- State Dairy Specialist's Report.

TENNESSEE

"Spark Plug"

Twenty-two boys' 4-H clubs were organized with a total enrollment of 459. Each club was sponsored by a local club leader, and had regular officers from the club. In addition we had what we called Spark Plugs in each club. The Spark Plug was an outstanding boy. In order to have a complete cylinder this spark plug must get four additional members. Each club would have as many cylinders as there were groups of five in the club, each group consisting of the plug and his four additional members. In this way there was considerable rivalry brought into the community. In some cases the club would operate a "two-cylinder" engine having only two groups, while in others they were able to operate an "eight-cylinder" engine. The Spark Plugs were charged with the responsibility of the four members of their

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cylinder. In this way we had more than 90 boys with a definite responsibility in our club work. It has worked. We have noted a number of boys who served as Spark Plugs have the ability to develop into real club leaders. We like the plan. --- Robertson County Agent's Report.

UTAH

State Club Leaders' Training School.

The State club leaders' training school which is held at the Utah State Agricultural College the first week in March has proved to be very successful in getting the 4-H club methods and subject matter relative to the various projects before the leaders who are able to attend the club school. Those who attend are instructed in methods of organizing and conducting 4-H clubs as well as given technical instruction relative to the project in which they are particularly interested. There were 117 representatives from 17 counties attending the 1930 club school.

Subject-matter instruction was given in the following club projects: Home management, clothing, foods, crops, dairy, sheep, forestry.

At the 1931 training school it is planned to have a class conducted for county and community club supervisors as well as a class for leaders who will supervise the club reading course for 4-H club members.

Also three 1-day training schools were held in eight additional counties of the State in 1931. It is not intended that this will in any way take the place of the State training school, but will serve as a means of getting the information to all the leaders of the county. Each of the counties where the 1-day schools are conducted will have organization of all 4-H local leaders. This organization will assist in conducting such schools. --- State 4-H Club Report.

Community Club Supervisor.,

Pleasant View is a small community located a short distance north of the city limits of Provo, Utah. The population of this place is between 250 and 300 people. Two clubs were organized in 1929, a livestock club for boys, and a foods club for girls. The clubs finished their work with a fair per cent of completion.

The following year Mrs. Liebhardt was again selected as local leader and attended the club school which was to be held at the State agricultural college the first week in March, 1930. After she returned home, a report was given at the community meeting to the parents and a few boys and girls. She emphasized the possibilities of the club program and the need for such an organization in her community. The parents voted to support their children in taking part in such a program. Soon 4-H club members were enrolled in five clubs with an enrollment of 49 members. Five other adults were selected to assist Mrs. Liebhardt who by this time was appointed community club supervisor. About a month after the club school, Mrs. Liebhardt with her five leaders and 4-H club members conducted a club program consisting of songs and

stunts, given by each individual club, with an hour of well-conducted games for both old and young. Each of the club leaders had been assigned certain duties and they all did them well. The program was so arranged that every boy and girl enrolled took part in one or two functions.

An award was offered at the time of the county club outing for the community which made the largest score, based on the percentage of club members attending and the distance traveled. Another award was given for the best community club stunt. In checking up the scores for these contests it was found that the 49 members enrolled in Pleasant View were at the picnic, also that all 49 of these members took part in 4-H stunts. Mrs. Liebhardt and her group were awarded first place for the stunt and second place for club attendance.

This community made three entries in the special foods-product exhibit at the 1930 State fair and won first and second place. The first exhibit was entered in the Interstate contest at Portland and was awarded third place. The dairy-calf club members from this community won first place in the showmanship contest at Ogden, January, 1930. Through the efficient leadership of Mrs. Liebhardt this community is now one of the most alert communities in 4-H club work in the State. --- State 4-H Club Report.

WASHINGTON

State 4-H Leaders' Association.

A very instructive leaders' program was arranged at the time of the State club camp and one of the outstanding developments of our leaders' work has been the organization by the leaders of the State 4-H leaders' association. The purpose of this association is to foster club work in the various districts of the State, to assist in club camp, various achievement-day programs, and everything in connection with the development of the 4-H club program of the State. --- State 4-H Club Report.

Pins for Leaders.

The leaders discussed at the meeting of the State 4-H leaders' association the awarding of pins to their groups and suggested the following regulation for giving the pins: (1) Leader must have a 100 per cent club; (2) leader must train a judging and demonstration team, and teams must appear in public demonstration or in judging competition; (3) leader must attend 50 per cent of leaders' meetings; (4) leader must hold 10 club meetings with a quorum present; (5) club must have exhibits at local, State, or western Washington fair.

According to this standard three leaders were awarded pins this year in Pierce County and were very proud of their accomplishment. In appreciation of the splendid work done by the leaders, the chamber of commerce of Tacoma gave a luncheon for them at the **largest** hotel. At this time brief reports of club work were given and the president of the chamber of commerce addressed the group. --- Pierce County Home Demonstration Report.

WYOMING

Time Devoted by Local Leaders.

In 1921, 21 county extension agents devoted 8 per cent of their total time, 93 local volunteer leaders devoted an average of 8 days each, 1 State leader and assistant State leader devoted full time, and 4 subject-matter specialists devoted a small percentage of their time to club work. The club enrollment for that year was 875.

In 1925, there were 23 county extension agents, 158 local leaders, 1 State leader and 5 subject-matter specialists. The county agents devoted 13.2 per cent of their time and the local volunteer leaders 10 days each per year to club work.

In 1930, 31 county extension agents devoted 19.4 per cent of their time, 335 leaders devoted 12.2 days each for the year, 1 State leader gave full time, and 6 subject-matter specialists devoted 10 per cent of their time to club work. The club enrollment was 2,595. Thirty-six leaders' training meetings with attendance of 341 were held in Wyoming in 1930.

Pins for Local Leaders.

The leader pin is not entirely satisfactory as yet. It does not seem practical to award a different type of leader pin for each successive year that a leader is in club work. It is contemplated to award a good pin the first year, then special certificates each year until five, then a special pin for five years. Two leaders have completed eight years of club work in Wyoming. Some special recognition should be given them, or at least some special award if they complete 10 years of local volunteer leadership. --- State 4-H Club Report.



